Regional Meeting of NGO Coordination Fora
Middle East and North Africa

Amman, June 16-17, 2015
ACKNOWLEDGMENTS

ICVA is grateful to its membership, Board and partners for dues, funding and other contributions and in-kind support.

This meeting was made possible by the following donors:

- German Humanitarian Assistance
- Ministry of Foreign Affairs Denmark
- Schweizerische Eidgenossenschaft
- Confédération suisse
- Confederazione Svizzera
- Confederaziun svizra
Overview

ICVA has been supporting and facilitating NGO coordination since the 1990s. A key aim of ICVA is to help improve humanitarian preparedness and response, and increase the effectiveness of NGO coordination mechanisms in humanitarian contexts. In 2014 ICVA convened three regional meetings of NGO coordination bodies in Dakar, Bangkok and Amman, to exchange constructive ideas for strengthening the collective action of the humanitarian NGO community, and to explore the critical and common challenges involved in NGO coordination. These meetings were used also as an opportunity to harness feedback from NGO fora on ICVA's guide to NGO coordination, leading to the creation of the NGO Coordination Resource Center (ngocoordination.org).

Similarly, this year ICVA is organizing region-specific meetings starting in the Middle East and North Africa (MENA), to bring together NGO fora to help improve collective understanding around NGO coordination, ultimately improving effectiveness in delivering aid to those in need. This report is the summary of the discussions during the two-day meeting held in Amman in June 2015, bringing together representatives of NGO fora working in seven contexts in the region. The meeting agenda is included in Annex 1.

Session 1: Introduction and purpose

ICVA’s MENA Regional Representative, Reza Kasraï, welcomed the participants to this second annual meeting of the region’s NGO fora and expressed his pleasure at the high turnout. ICVA's regional hubs in Asia and West & Central Africa are also planning similar meetings this year, showing the importance of NGO coordination and NGO fora to ICVA. ICVA, as a global NGO network, is committed to supporting NGO fora as they are the link to collective NGO voices at the country level.

Each participant was asked to pair up with somebody he/she did not already know and become familiar with the other forum, and the challenges and successes/enablers each had experienced. The participants then introduced their partner's forum to plenary. Representatives from the NGO coordination fora in Yemen, Jordan, Palestine, Lebanon, Iraq, Northern Syria, Turkey, as well as the regional INGO network for Syria were in attendance. The full list of participants appears in Annex 2.

Some of the challenges expressed by participants included:
- Coordination between national NGO networks as well as external stakeholders;
- Reaching out to national NGOs who have no presence in the capital;
- Maintaining national NGO (NNGO) coordination over the long term, especially when INGOs phase out of the crisis;
- Sustaining NGO coordination in “quiet” times, since NGOs are more interested in coordination during emergencies when there is more funding available;
- Member independence vs. collective advocacy;
- Coordination between NNGO and international NGO (INGO) networks and perception of competition;
- Financial sustainability of networks relying only on one donor;
- For mixed INGO/NNGO fora: attracting and engaging national NGOs, common advocacy;
- Coordination between national- and regional-level fora;
- Engaging NNGOs in (operational) coordination mechanisms.

Some of the successes included:
- The mere existence of NNGO networks, sometimes with very disparate profiles!
- Older NGO fora have better knowledge of the context, can expand to cover different geographic locations.

ICVA’s Regional Representative then presented ICVA’s 2015-2018 strategy. The presentation is included in Annex 3.

Finally, he thanked the participants for filling out the pre-meeting online questionnaire. The consolidated responses can be found in Annex 4.

Session 2: Why NGO coordination?

NGO coordination bodies take on a number of different functions depending on the perceived needs of its members. There is a wide range of activities and services, from operational coordination to security management to trainings that other agencies usually fulfill. In the absence of these specialized or mandated agencies, however, NGO fora can and do take on these functions. Not all of the potential functions of an NGO coordination body should necessarily be taken on. It is recommended that NGO fora carry out a needs assessment and stakeholder mapping to analyze what the gaps are, whether other agencies can provide the necessary services, and whether the NGO forum has the capacity and resources to undertake the activities.

ICVA’s Regional Representative presented the different possible functions of an NGO coordination forum, including the types of activities associated with each function.

Four of the participants present the functions of their NGO networks. From left to right: Nurhaida Rahim (Partnership Initiative), Emilie De Keyzer (NCCI), Matt McGarry (AIDA), Zeynep Sanduvac (SiTAP).
Four of the participants were invited to present each of their fora in more detail, explaining the types of activities in which they were engaged.

During the plenary discussion following the presentations, the following points were raised:
- What is the role of NGO fora in brokering (operational) partnerships with members? Do NGO forum secretariats engage in this activity in a conscious and rigorous manner? Are they well-equipped to broker partnerships between external stakeholders (donors, UN, other NGOs) and members in an unbiased, structured way, using standard tools and methodologies?
- Some NGO fora obtain external funding for projects which are then implemented by one of the members. The forum undergoes all the due diligence procedures with the donor, removing this obstacle from its members. Provided the project is performed successfully, this increases the chances for the member organization who implemented the project to subsequently apply for funding directly from the donor.
- Some NGO fora engage in capacity-strengthening activities for members. Is this just a way of (financially) sustaining the forum during quiet (non-emergency) periods? Does this result in situations of conflict of interest with members who may be engaged in the same activity?
- One of the impacts of NGO fora is to maintain focus of the humanitarian response on vulnerability and vulnerable groups.
- The role of NGO fora is to maintain, inject or push for the inclusion of the voice of civil society (both national and international) in national conversations and decision-making.
- There was a recognition that INGO fora generally do not engage in discussions on sensitive or existential issues such as the poaching of staff from other (national) organizations, displacing national NGOs, and the general impact of their presence in a particular context.
- Interest was expressed by participants in documents related to evaluations of NGO fora.

Session 3: Role of the secretariat and hosting arrangements

Many NGO fora have one or more full-time employees who perform the day-to-day management of the forum. These employees form the secretariat of the NGO forum. The employees of an NGO forum are typically either hosted in the offices of one of the NGO members, or the NGO forum may have its own offices, especially if the forum is registered as an independent entity. In some cases, members of the secretariat may also carry out external representation and advocacy on behalf of the forum’s members.

In this session the different representation models, the possible roles of a secretariat and (administrative) hosting arrangements were discussed. The ways in which NGO fora make decisions were also explored.
Representation models and decision-making

Three of the participants presented their respective fora’s representation models.

Some NGO fora have a full-time representative or director who manages the day-to-day work of the forum and carries out external representation and advocacy (e.g. SIRF or North Syria Forum). In fora functioning without a secretariat (i.e. no employees) this role may be performed by one of the members, elected on a rotating basis (e.g. Collectif des ONG libanaises), or by the chair or other members of the steering committee. The country coordinator and a steering committee member jointly represent the LHIF in external meetings.

The advantages and challenges of different models were discussed, including challenges in decision-making:

- A country director who represents the forum has the advantage of speaking from the (depth of) operational experience of his/her own agency, whereas a dedicated representative or coordinator has the breadth of all the members’ experience.
- One compromise may be to do external representation as a duo composed of the representative/coordinator and a country director.
- One challenge is to represent the diversity of opinions within the membership. Should only issues where there is consensus be represented or should the full range of opinions also be expressed?
- In external meetings focusing on specific sectors or topics, the representative/coordinator may be accompanied by a member specialized in the issue.
- Different types of decisions require different levels of consultation with members. The forum representative may make certain decisions unilaterally, others need only board or steering committee approval, while others require the full membership to be consulted. Are decisions taken by simple majority, two-thirds vote, no-objection/veto…? While it is difficult to be exhaustive, it was agreed that having the consultation process laid out in the forum’s ToR was useful. The North Syria Forum, AIDA and LHIF agreed to share their good practice on decision-making.
Hosting models

NGO fora may choose from a number of administrative options. Some NGO fora are independently-registered entities either in their host country or in another country. Other NGO fora are administratively hosted by one the member organizations. The Director of AIDA and the Country Coordinator of the LHIF presented to the participants their experiences and the results of their research into the different models. A summary of the research carried out by the LHIF may be found here.

Session 4: External support to NGO fora

Participants separated into working groups to discuss the needs and gaps in their day-to-day work, and the type of support they would like to receive from different external stakeholders, whether in-country, or at the regional and global levels.

Regional and global level

These include the global NGO consortia (ICVA, InterAction, Crisis Action, SCHR, VOICE), IASC bodies and humanitarian think-tanks (ALNAP, ODI/HPG, etc.).

- There is a certain level of sharing of good practices, but more is needed, especially evaluations and surveys.
- There is no international community of learning similar to (global) clusters. Can there be a support network like an email group, regional for region-specific thematic issues and global for other issues?
- No training for forum coordinators.
- Capacity support and technical assistance: which global consortium can provide support, according to the issue?
- Emergency preparedness and planning for NGO fora, SOPs, etc. for rapid onset emergencies.
- Access challenges: principles, the law, standards, access coordination units, etc. Who supports this?
- Protection: macro and cross-cutting issues in conflict sessions.
- Need to be better linked to global IASC (Principals and EDG) meetings: agendas in advance, talking points, physical presence or dial-in (e.g. HCs are sometimes invited to brief IASC meetings, why can NGO fora not do the same?).
- Need facilitated access to global diplomatic fora for advocacy.
- How can ICVA and InterAction better coordinate with each other? The different working groups are not well-connected to (field-based) NGO forum coordinators.
- There is no support on more ‘difficult’ political/protection issues like humanitarian corridors, no-fly zones and counter-terrorism legislation. Who can connect NGO fora to global expertise, DPKO, DPA?

Member NGOs

This group considered the support needed from (INGO) members at regional and HQ levels, as well as best practice in maintaining and increasing member engagement in-country.

- Need advocacy surge support from INGO members’ regional and HQ offices.
- In order to engage membership (especially during ‘quiet’ times in the context):
  - Show members tangible values of engagement, such as helping to find funding, building expertise, capacity-strengthening;
  - Realign focus/objectives to common benefit;
  - Refocus on development;
  - Work on empowering local communities;
  - Have as membership requirements attendance at meetings, general assembly, sending activity reports;
  - Having a code of conduct (e.g. NGO fora in Palestine use a self-evaluation tool).

Donors, diplomatic community

This group explored the support that donor representatives and the in-country diplomatic community could provide to NGO fora.

- More funding to NGOs rather than the UN: UN agencies are more expensive and their work is less-rigorously monitored. The group recognized at the same time that the UN is sometimes politically and administratively easier to fund.
- Diplomats (political officers) need to have better knowledge of the context in-country and in the region.
- Donors should pay attention not only to the hard (tangible) results but also the soft results.
- When donors contract partners to do research or collect data, the results should be shared with the whole humanitarian community, especially since the funds are usually from public (taxpayer) sources.
- Donors should find more ways of increasing direct funding to national NGOs, strengthen their capacity and generally treat them more fairly.
- Donors should not ‘chase fads’ (magic bullets such as private sector partnerships, resilience, etc.). Find things that work and stick with them. Follow trends and new developments, but don’t feel the need to be trend leaders all the time.
- Donors need to communicate/coordinate better amongst each other.
- Donors/Diplomatic representatives should stand up for civil society and be better advocates for civil society when necessary vis-à-vis the host government, as opposed to devolving risk to NGOs.
- Trust poor people (to use aid according to their priorities).
- Better understanding and implementation of counter-terror legislation. Sometimes field-based donors have a more stringent interpretation than their capitals.
- Ensure that there are good communication channels from country to the capital, supporting NGO fora’s policy objectives, as well as donor programming.
- New donor/diplomatic representatives should check in with civil society as well as being briefed by the host government.

Session 5: Donor relations

In this session five donor representatives were invited to share their views of NGO coordination and engage in a discussion on donor relations with the NGO forum representatives from around the MENA region.

The donor panel was composed of (from right to left) Ra’eda Nimrat (SDC), Leo Redmond (DART/OFDA), Timothy Swett (PRM), Barry Armstrong (DFID), Youcef Hammache (ECHO).

Added value of NGO fora

Donors saw the value of NGOs as the third pillar in humanitarian response, balancing the role of the UN and donors. NGO fora can bring about more coherence and less fragmentation in a response. They can provide contextual (local culture) analysis for members. They are also platforms for discussions on operational modalities, remote management, safe access, transfer of risk, etc.

NGO fora are an opportunity for NGOs to have a stronger, collective voice: representing more people served, more money, more agencies. This helps secure access to higher-level people (e.g. prime ministers) which may not be possible as individual agencies. Having an
NGO forum means having a shared responsibility as a collective voice while diluting the negative consequences of advocacy.

But at capital/headquarters level there are opportunities that are missed when NGOs meet with donors and (donor capital) government representatives.

Donors see it as part of their role to advocate to host governments on behalf of their partners, but sometimes they are lacking the specific, concrete examples to be able to raise in these meetings.

The panelists mentioned that donors do not always have a lot of capacity. NGO fora can help by being more of a one-stop shop for gathering and distilling different perspectives, carrying out research, thus having a greater influence. While donors also meet with individual NGOs and understand that different organizations can have different priorities, NGO fora can help pass collective messages to donors with a unified voice. NGO fora can also help by channeling messages from donors to forum members.

**Coordination amongst donors**

Donors engage in regular coordination both at the country and capital levels (e.g. regular conference calls between Washington, London and Brussels). Donor coordination serves to find (sectoral and geographic) synergies, but also to elaborate common message to the UN and governments. Donors recognized that perhaps there needed to be better communication from them on their coordination processes.

There are, however, limits to the level of coordination. For example, each donor has a specific funding cycle that cannot always be synchronized with other donors.

**NGO Advocacy**

Common NGO positions are one the key deliverables of NGO fora. Advocacy messages do not need to be overly elaborate and lengthy. NGO messages delivered to in-country donor representatives are summarized before being sent to the respective capitals. As a result, messages really must be prioritized (top 2-3 priorities).

INGO HQs may be guided by donors at capital level on the key moments when donors are most receptive to advocacy messages.

Donor fatigue is not only about funding, but also due to a repetition of the types of messages and sources of information. As a crisis becomes protracted, messages need to be less generic and become more specific.

**Funding**

Some donors have different mechanisms for humanitarian, stabilization and development funding. It is not the case for DfID but the EU has different mechanisms. It is important to know the context, however. In Jordan and Lebanon the stage is being set for transition away from humanitarian funding, whereas in Syria parallel funding streams are still needed.
Some of the donor representatives did not agree with the perception that most of their funding goes to UN agencies. While it is true that PRM is required to allocate a certain amount of their budget to the ICRC and UNHCR, more than 60% of OFDA funding and the majority of ECHO funding goes to NGOs. Donors encouraged NGOs not to underestimate their role, and to focus more on their influence, rather than criticizing UN agencies. Many of the donors expressed interest in humanitarian funding to national NGOs, provided that they are registered as non-profit entities in their host country and have gone through the (often long) due diligence process. ECHO is legally unable to fund national NGOs but many of its INGO partners are working with national NGOs. The fact that ECHO does not directly fund national NGOs does not mean that it is not interested in meeting with national NGOs. ECHO also cautioned INGOs to be attentive to good-quality partnerships and not to transfer risk to national partners, especially in cases of remote partnerships.

Overall, donors expressed their willingness to financially support NGO coordination fora. ECHO is already supporting NGO fora across the region (LHIF, North Syria Forum, for example), but cautioned that the cost must be proportionate to the needs. SDC is supporting NCCI and AIDA. Donors generally preferred for NGO forum funding to be included in the program funding for the hosting agency. PRM does not traditionally fund NGO fora, but NGOs may include forum membership fees in their budgets under ‘coordination.’

Session 6: Advocacy opportunities for NGO fora

The final sessions of the meeting focused on the different opportunities for advocacy available to NGO fora, and encouraged sharing best practice both globally and from around the region. The discussions centered on four of the main advocacy targets for NGOs: Humanitarian Country Teams (HCTs), host governments, UN agencies, and donors and the diplomatic community.

Humanitarian Country Teams

Claire Messina, the Senior Coordinator of the Humanitarian Leadership Strengthening Unit (HLSU), joined the meeting through videoconference from Geneva. She provided a general introduction to the Unit and its role in selecting, grooming and evaluating Resident and Humanitarian Coordinators, and answered questions from the participants.

The HLSU works on behalf of the Inter-Agency Standing Committee (IASC) to strengthen the leadership role of Humanitarian Coordinators (HCs), Resident Coordinators (RCs), Regional Humanitarian Coordinators (RHCs), Deputy Humanitarian Coordinators (DHCs), etc. Claire explained that HCs do not “belong” to OCHA but do need to be properly supported not only by OCHA, but also by the rest of the in-country humanitarian community, not least by the HCT as the leadership team. HCs often express working with HCTs as their biggest challenge. Without the support of the system, HCs cannot perform optimally.

The added value of NGO fora is to help HCs engage with NGOs collectively. NGO fora can also help NGOs understand not only how an HCT works but also how the UN system works. It is important to understand whom we are trying to influence, and to understand how it works
in reality and not just on paper. For example, when NGOs are co-leads of clusters it gives them more opportunities for advocacy.

HCTs are not only about advocacy, but also program implementation and partnerships. For example, if NGOs find planning processes cumbersome, they need to continue challenging the system to ensure the process is leaner and results-oriented.

The IASC is serious about considering NGOs as equal partners, but NGOs also need to fight for and enlarge their space, especially since it is a collective system and not only the UN’s or OCHA’s.

If NGOs experience problems in dealing with HCs, it is important to try to work first at the country level. Identifying allies, people who are collaborative or the reformers within each organization. Failing this, there are opportunities through the global NGO consortia or even the HLSU, as a conduit to pass messages to OCHA-NY (Coordination and Response Division, to which HLSU reports). If there are problems with particular UN agencies not being collaborative on HCTs, it is again important to try all avenues at the local/country level first, before escalating to regional or HQ level. After all, the role of HQs is to enable and support work in the field.

Asked about the optimal number of NGOs on an HCT, Claire mentioned that the size of an HCT should be adapted to the context (cf. guidance). Common sense would suggest that more than 15 people on a team is inefficient. She proposed that rather than negotiating the number of NGOs or UN agencies on an HCT, agree on criteria (including operational relevance) for membership.

Claire next gave an overview of the HC performance appraisal process. OCHA drafts an evaluation of each HC. The IASC’s Emergency Directors Group (EDG) meets each year in February to review the feedback provided by different stakeholders (including NGOs, through the global consortia) and OCHA’s draft is modified before being integrated into the Emergency Relief Coordinator’s (ERC) performance evaluation of all HCs. The HC performance evaluation is included in their RC evaluation which is carried out by the UN Development Group.

From experience, some HCs adapt their style and ways of working based on this evaluation, and others do not. The system is slow and HC rotations resulting from performance appraisal may not be immediate, but when an HC’s contract is not renewed, it is not by chance.

HCs are trained on leadership by top experts from the private sector. This cross-sectoral expertise is useful because even CEOs do not run large corporations by simply giving orders. It has more to do with horizontal leadership, matrix management, and providing intellectual leadership and inspiration. This is similar to NGO fora. HCs will never have line-management authority over UN agencies or NGOs. The HCT should be thought of as a leadership team, with the whole HCT being held accountable and having a shared responsibility for results.

Asked about the respective roles of RCs and HCs, Claire explained that while the RC represents the UN development community, the HC’s role is to represent the entire humanitarian community in the country. Though in principle the two roles may be split, in practice this does not work. Tensions exist between the two roles, but the alternative of
splitting the functions is less desirable, especially when a host government tries to play one part of the UN against the other. The system will likely not change as this is currently the best solution.

Finally, on the coordination roles of UNHCR (refugee settings) and OCHA (IDP contexts) and the refugee coordination model in mixed flow settings, she reported mixed progress and no clear success. The April 2014 agreement between the ERC and the High Commissioner has simply displaced the locus of the discussion to country level. The agreement has not necessarily changed things on an institutional level and solutions will remain *ad hoc*, depending on having the right people in country to be pragmatic and to find solutions for affected people.

* * *

The next three groups of stakeholders were discussed by the participants using a “World Café” methodology. The participants were divided into three groups, each of them discussing one of the stakeholders. The groups then rotated through the other two stakeholders, completing what the previous groups had noted.

### Host governments

The main suggestions captured included the following lessons learned.

- Respect the host government, the national laws (including reporting on activities), registration, etc.;
- Build trust and be transparent. National and international NGOs and CBOs may be seen to (or actually) have hidden agendas;
- Cultivate your relationships with government. (In many countries) Ministry of Interior wants to hear NGO views;
- Be aware of competition between INGOs, NNGOs, UN and government for funding;
- Use senior staff (Country Director or other senior national staff) to liaise with government counterparts;
- Focus on the people you are trying to serve;
- Include government (various factions) in advocacy and processes. Ensure ministries are involved in sectors/clusters. Engage with multiple levels of government (local/municipality, provincial/district, national). Involve local authorities and ministries who are supportive of NGOs. They may be your allies vis-à-vis other branches of government;
- Spend time preparing: decide on who is best-placed to attend the meeting, how many NGO reps, etc. Collect and share information on size/influence/added value/collective budget/impact of NGO work. Use NGO forum to liaise regularly with government (if feasible), but be aware not to ‘gang up’ on the government representative;
- Use bilateral (international) agreements and other endorsed documents, whether governmental or not, to support your causes;
- Note that NGO forum secretariat is only in support of members in liaising with government, but does not do members’ work in their place;
- “Fight” for your space where UN may be overly controlling, but use UN (including HC/RC) when necessary/useful;
- Use donors for leverage;
- Work to improve perception of NGOs by government (positive information on NGOs is generally not shared enough). “We are not UN, but we are big”;
- Visibility is important (logos);
- Be engaged in the development of laws affecting NGOs;
- INGOs and NNGOs should look for ways to work together.

UN agencies

- Examples of joint advocacy for changes in legislation/regulations:
  - In Jordan on registering marriages of Syrian refugees;
  - In Lebanon on de-registration;
  - In Palestine for accessibility and protection (together with OCHA, WHO, NNGOs, INGOs).
- Work within the HCT to develop common “key messages” document (e.g. Palestine);
- If relevant UN agency (OCHA, UNHCR) does not fulfill its role, take the lead as NGO forum without control or pre-approval from UN, and they may join in (e.g. Collective Site Management Coordination or Multi-Sector Needs Assessment in Lebanon; purchase of food by NGOs and transport paid by UN, or winterization and Ramadan planning in Palestine);
- Develop an internal advocacy plan (e.g. SIRF) based on the Strategic/Humanitarian Response Plan (e.g. North Syria, Jordan);
- Have evidence to support advocacy (cf. template from Iraq);
- Identify allies for advocacy (e.g. South Sudan). Build trust, credibility (ex. North Syria);
- Maintain pressure and repeat the same messages (e.g. translation of documents leads to better engagement);
- Build CBO/NNGO capacity on international humanitarian system, project management, etc.;
- UN/NGO Partnerships:
  - Coordinate between UN implementing partners before signature of contracts to ensure consistency (budget, narrative, guidelines, etc.);
  - Try to have country-specific issues addressed at the right level (field, national levels first);
  - Then escalate to global (HQ) level (e.g. UNHCR contribution to salaries or other common partnership issues).

Donors, diplomatic community

The groups provided the following recommendations.
- Prepare amongst NGO participants before the meeting;
- Tailor your talking points to the donor(s). Know your donors, their policies and procedures, including the dynamics in the relationships between donors;
- Offer them something new, unknown to them. “Here’s what we have to offer.” Then follow with “here’s what we want” (and not just $$). End with “anything you want to tell us?”
- Be specific and concise;
- Focus: be constructive and don’t just complain. Offer solution;
- Help them to talk to each other and share best practices (donor roundtables!);
- Cultivate the right relationships. Know whom to talk to in each embassy for which purpose;
- Follow up after the meeting, in a timely (48h) and structured way (but be conscious of not promising something you cannot deliver within the timeline requested);
- Set realistic expectations in your ‘asks.’
## Annex 1: Agenda

**Regional Meeting of NGO Coordination Fora**

*“Governance of NGO Fora”*

Middle East and North Africa

Marriott Hotel, Amman, 16-17 June 2015

### Tuesday, 16 June

<table>
<thead>
<tr>
<th>Time</th>
<th>Theme</th>
<th>Content</th>
<th>Output</th>
</tr>
</thead>
<tbody>
<tr>
<td>08.30 – 09.00</td>
<td>Coffee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>09.00 – 10.30</td>
<td>Session 1: Introductions &amp; purpose of workshop</td>
<td>• Introductions</td>
<td>• Participants know each other and the fora they represent</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Overview of ICVA and presentation of ICVA’s 2015-2018 strategy</td>
<td>• Participants are familiar with ICVA, the MENA hub, ICVA’s new strategy</td>
</tr>
<tr>
<td>10.30 – 11.00</td>
<td>Coffee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11.00 – 12.30</td>
<td>Session 2: Why NGO coordination?</td>
<td>• Functions of an NGO forum</td>
<td>• Participants have a better understanding of the potential functions for NGO coordination bodies and critically examine the needs in their respective contexts</td>
</tr>
<tr>
<td>12.30 – 13.30</td>
<td>Lunch</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13.30 – 15.15</td>
<td>Session 3: Role of the secretariat and hosting arrangements</td>
<td>• Secretariat models (Director/Representative; coordinator; no secretariat) and decision-making</td>
<td>• Different models of secretariat structure and hosting arrangements are explored, along with the pros and cons of each</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Hosting models: Independently-registered NGO; hosted; alliance</td>
<td></td>
</tr>
<tr>
<td>15.15 – 15.30</td>
<td>Coffee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15.30 - 17.30</td>
<td>Session 4: External support to NGO fora</td>
<td>• The type of external support NGO fora need from:</td>
<td>• In working groups, participants will list their needs/gaps and the role external stakeholders can play in supporting their work</td>
</tr>
<tr>
<td></td>
<td></td>
<td>o Global consortia such as ICVA, InterAction, etc.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>o Member NGOs (regionally, HQs, etc.)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>o Donors, diplomatic community (except for funding)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>o Global-level policy-makers, including IASC bodies</td>
<td></td>
</tr>
<tr>
<td>18.00</td>
<td>Reception</td>
<td>At Save the Children Regional Office</td>
<td></td>
</tr>
<tr>
<td>Time</td>
<td>Theme</td>
<td>Content</td>
<td>Output</td>
</tr>
<tr>
<td>--------------</td>
<td>----------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------</td>
</tr>
<tr>
<td>08.30 – 09.00</td>
<td>Coffee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>09.00 – 09.15</td>
<td>Recap</td>
<td>● Summary of previous day’s discussions</td>
<td></td>
</tr>
<tr>
<td>09.15 – 10.45</td>
<td>Session 5: Donor relations</td>
<td>● What added value do donors see in NGO fora?</td>
<td>● Understanding donors’ point of view will help NGO fora in improving their financial sustainability</td>
</tr>
<tr>
<td></td>
<td></td>
<td>● Apart from funding, what do NGO fora require from donors?</td>
<td></td>
</tr>
<tr>
<td>10.45 – 11.00</td>
<td>Coffee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11.00 – 12.00</td>
<td>Session 6: Advocacy opportunities for NGO fora</td>
<td>● Humanitarian Country Teams</td>
<td>● Claire Messina of the Humanitarian Leadership Support Unit (OCHA) presents the role of the HSLU, how HCs are selected and trained, and shares lessons learned from working with HCs</td>
</tr>
<tr>
<td></td>
<td></td>
<td>o How are different constituencies represented on HCTs?</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>o What role can NGO fora play on HCTs?</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>● Donors, diplomatic community</td>
<td></td>
</tr>
<tr>
<td>12.00 – 12.45</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12.45 – 13.45</td>
<td>Lunch</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13.45 - 15.15</td>
<td>Advocacy opportunities for NGO fora (cont’d)</td>
<td>● Host governments</td>
<td>● In “world café” participants exchange best practice and success factors in advocating to different stakeholders</td>
</tr>
<tr>
<td></td>
<td></td>
<td>● UN agencies</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>● Feedback to plenary</td>
<td></td>
</tr>
<tr>
<td>15.15 - 15.30</td>
<td>Coffee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15.30 -</td>
<td>Session 7: <em>For Syria-related NGO fora only</em></td>
<td>● Links between SIRF and other Syria-related NGO fora (Lebanon, Jordan, Iraq, Turkey)</td>
<td>● Syria-related NGO fora forge stronger ties for improved collaboration</td>
</tr>
<tr>
<td></td>
<td></td>
<td>● Support, common advocacy, communications</td>
<td></td>
</tr>
</tbody>
</table>
### Annex 2: List of participants

<table>
<thead>
<tr>
<th>Forum Name</th>
<th>Participant Name</th>
<th>Title</th>
<th>E-mail</th>
</tr>
</thead>
<tbody>
<tr>
<td>Humanitarian Forum - Yemen</td>
<td>Noha Yehya</td>
<td>Executive Manager</td>
<td><a href="mailto:noha.yehya@gmail.com">noha.yehya@gmail.com</a></td>
</tr>
<tr>
<td>Humanitarian Forum - Yemen</td>
<td>Ferdous Aldulae</td>
<td>General Assembly Member</td>
<td></td>
</tr>
<tr>
<td>The Palestinian Non-Governmental Organization Network (PNGO)</td>
<td>Dr. Mohamad Aboushi</td>
<td>Steering Committee Member</td>
<td><a href="mailto:mohamad_aboushi@yahoo.com">mohamad_aboushi@yahoo.com</a></td>
</tr>
<tr>
<td>The Palestinian Non-Governmental Organization Network (PNGO)</td>
<td>Dua’a Qurie</td>
<td>Executive Director</td>
<td><a href="mailto:dqurie@pngo.net">dqurie@pngo.net</a></td>
</tr>
<tr>
<td>The Association of International Development Agencies (AIDA)</td>
<td>Matt McGarry</td>
<td>Board Member (CRS)</td>
<td><a href="mailto:matthew.mcgarry@crs.org">matthew.mcgarry@crs.org</a></td>
</tr>
<tr>
<td>The Association of International Development Agencies (AIDA)</td>
<td>Jennifer Moorehead</td>
<td>Director</td>
<td><a href="mailto:director@aidajerusalem.org">director@aidajerusalem.org</a></td>
</tr>
<tr>
<td>Jordan International NGO Forum (JIF)</td>
<td>Sarah Ferris</td>
<td>Coordinator</td>
<td><a href="mailto:sarah.ferris@jordaningoforum.org">sarah.ferris@jordaningoforum.org</a></td>
</tr>
<tr>
<td>Lebanon Local NGO Forum</td>
<td>Virginie Lefèvre</td>
<td>Coordinator (Amel)</td>
<td><a href="mailto:research@amel.org">research@amel.org</a></td>
</tr>
<tr>
<td>Lebanon Local NGO Forum</td>
<td>Mohamad Mansour</td>
<td>Board Member (Makhzoumi)</td>
<td><a href="mailto:m.mansour@makhzoumi.org">m.mansour@makhzoumi.org</a></td>
</tr>
<tr>
<td>Collectif des ONG libanaises</td>
<td>Rana Rahal</td>
<td>Board Member (Caritas)</td>
<td><a href="mailto:rrahal@eclmc.org">rrahal@eclmc.org</a></td>
</tr>
<tr>
<td>Collectif des ONG libanaises</td>
<td>Dr. Kamel Mohanna</td>
<td>President (Amel)</td>
<td><a href="mailto:kamelmohanna@amel.org.lb">kamelmohanna@amel.org.lb</a></td>
</tr>
<tr>
<td>Lebanon Humanitarian International NGO Forum (LHIF)</td>
<td>Amy Keith</td>
<td>LHIF Country Coordinator</td>
<td><a href="mailto:coordinator@lhif.org">coordinator@lhif.org</a></td>
</tr>
<tr>
<td>Lebanon Humanitarian International NGO Forum (LHIF)</td>
<td>George Antoun</td>
<td>Country Director (Mercy Corps)</td>
<td><a href="mailto:gantoun@lb.mercycorps.org">gantoun@lb.mercycorps.org</a></td>
</tr>
<tr>
<td>NGO Forum for NGOs Operating in Northern Syria</td>
<td>Dina Parmer</td>
<td>NGO Forum Director</td>
<td><a href="mailto:dina.parmer@ncimu.org">dina.parmer@ncimu.org</a></td>
</tr>
<tr>
<td>NGO Coordination Committee for Iraq (NCCI)</td>
<td>Craig Anderson</td>
<td>North Coordinator in Erbil</td>
<td><a href="mailto:north.coord@ncciraq.org">north.coord@ncciraq.org</a></td>
</tr>
<tr>
<td>NGO Coordination Committee for Iraq (NCCI)</td>
<td>Emilie De Keyzer</td>
<td>Info. and Comms Coordinator</td>
<td><a href="mailto:communication@ncciraq.org">communication@ncciraq.org</a></td>
</tr>
<tr>
<td>Syria INGO Regional Forum (SIRF)</td>
<td>Mathieu Rouquette</td>
<td>Representative</td>
<td><a href="mailto:mrouquette@syriaingoregionalforum.org">mrouquette@syriaingoregionalforum.org</a></td>
</tr>
<tr>
<td>ARDD-Legal Aid, Jordan</td>
<td>Sozan Mohareb</td>
<td>Programs Manager</td>
<td><a href="mailto:somohareb@ardd-legalaid.org">somohareb@ardd-legalaid.org</a></td>
</tr>
<tr>
<td>Noor Al Husain Foundation, Jordan</td>
<td>Dr. Manal Tahtamouni</td>
<td>President</td>
<td><a href="mailto:dr.tahtamouni@ifh-jo.org">dr.tahtamouni@ifh-jo.org</a></td>
</tr>
<tr>
<td>Noor Al Husain Foundation, Jordan</td>
<td>Rawan Dababneh</td>
<td>M&amp;E Manager</td>
<td><a href="mailto:r.dababneh@ifh-jo.org">r.dababneh@ifh-jo.org</a></td>
</tr>
<tr>
<td>The Civil Society Disaster Platform (SITAP)</td>
<td>Zeynep Turkmen</td>
<td>Board Member (Mavi Kalem)</td>
<td><a href="mailto:zeynepturkmen@mavikalem.org">zeynepturkmen@mavikalem.org</a></td>
</tr>
<tr>
<td>Partnership Initiative</td>
<td>Nurhaida Rahim</td>
<td>Coordinator</td>
<td><a href="mailto:nurhaida.rahim@ri.org">nurhaida.rahim@ri.org</a></td>
</tr>
</tbody>
</table>
2015-2018 Strategy
What is ICVA?

- Established in 1962 by a group of refugee- and migration-focused NGOs
- Diverse network of NGOs
  - Large and small
  - Secular, faith-based
  - Operating at global, regional, national, local levels
- Advocates for principled humanitarian action
- Promotes a rights- and needs-based approach
- Historical focus on forced displacement
What is ICVA’s added value?

- **Presence:** over 80 members, affiliates and observers operating in over 190 countries
- **Proximity:**
  - Geneva HQ – links to key humanitarian organizations and diplomatic missions to UN
  - Regional hubs – links to regional and country stakeholders; bridging operational realities to global policy centers
- **Sharing** best practice across regions
- **Greater** inclusion of national NGO voices and leadership
Focus areas

- Forced displacement
- Humanitarian partnerships
- Humanitarian coordination
- Humanitarian financing
Forced displacement

Objective: NGOs strengthen protection, assistance and durable solutions for refugees, IDPs, stateless persons and vulnerable migrants.

- Support collective NGO advocacy
- Improve institutional engagement between NGOs and UNHCR
- Influence practice on the ground
Humanitarian partnerships

**Objective:** NGOs provide leadership in principled humanitarian policy and practice, working in effective partnership with other key humanitarian actors

- Advocate for policies that ensure better partnership approaches for NGOs
- Support strong NGO partnerships based on the Principles of Partnership
- Promote learning and dialogue on humanitarian principles
Humanitarian coordination

• **Objective**: NGOs actively influence and engage in humanitarian coordination mechanisms to ensure they are inclusive, contextualized and provide effective assistance and protection of those affected by crisis.
  – Influence global humanitarian policy on coordination and leadership, particularly through the IASC
  – Influence inter-agency coordination mechanisms
  – Enhance and support NGO coordination
Humanitarian financing

**Objective:** Humanitarian financing meets the needs of populations affected by crises, and NGOs – particularly national NGOs – understand, influence, and have better access to humanitarian financing

- Influence policy to strengthen financing mechanisms
- Improve NGO access to funding
- Improve NGO understanding of humanitarian financing mechanisms
How will ICVA achieve these objectives?

- **Support** our diverse membership, promoting equitable partnerships
- **Advocate** for greater inclusion of NNGOs in humanitarian policy, practice and decision-making; improved access to resources
- **Exchange and analyze** information
- **Provide forums** for consultation, cooperation and collective action
- **Engage in dialogue** with all humanitarian stakeholders
- **Raise humanitarian issues** in global forums
- **Foster a principled and rights-based** humanitarian system
ICVA secretariat presence

<table>
<thead>
<tr>
<th>Region</th>
<th>Location</th>
<th>Hosted by</th>
</tr>
</thead>
<tbody>
<tr>
<td>West and Central Africa hub</td>
<td>Dakar</td>
<td>Plan International</td>
</tr>
<tr>
<td>Middle East and North Africa hub</td>
<td>Amman</td>
<td>Save the Children</td>
</tr>
<tr>
<td>Asia hub</td>
<td>Bangkok</td>
<td>APRRN</td>
</tr>
</tbody>
</table>
How can we help?
### Annex 4: Responses to pre-workshop online survey

<table>
<thead>
<tr>
<th>Name of NGO forum</th>
<th>Established in what year?</th>
<th>Number of members</th>
<th>The NGO forum is:</th>
<th>Does the NGO forum have clear and agreed terms of reference?</th>
<th>Does the NGO forum have a code of conduct?</th>
<th>The NGO forum has working groups? (select all that apply)</th>
<th>Does the NGO forum have clear and agreed membership criteria?</th>
<th>The NGO forum has a secretariat (i.e. employees)?</th>
<th>Approx. percentage of national NGOs in membership</th>
<th>Does the NGO forum have a specific code of conduct?</th>
<th>The forum’s running costs are covered by: (select all that apply)</th>
<th>Are the NGO members of the HCT selected through the NGO forum?</th>
<th>Does the NGO forum have a seat at the Humanitarian Country Team?</th>
</tr>
</thead>
<tbody>
<tr>
<td>AIDA</td>
<td>Either 1967 or 1992, depending on who you ask... Maybe even in the ’40s. :)</td>
<td>80</td>
<td>Hosted by one of its members</td>
<td>Yes</td>
<td>Yes</td>
<td>Other (please specify)</td>
<td>AIDA Secretariat has a Director, a Policy Advisory post, AIDA Coordinator, AIDA Admin Assistant</td>
<td>Advisory</td>
<td>Human resources / labor law</td>
<td>Gender (informal working group), Gaza Sub-committee (large, subnational group). NGO security coordination mechanism currently hosted by CARE but soon to transition to an INSO model</td>
<td>Yes</td>
<td>International NGOs</td>
<td>No</td>
</tr>
<tr>
<td>Syria Relief Network (SPAN)</td>
<td>2013</td>
<td>47</td>
<td>An independent, registered entity outside host country</td>
<td>Yes</td>
<td>Yes</td>
<td>A representative or director (manages secretariat and is authorized to represent the forum to external stakeholders)</td>
<td>Advisory</td>
<td>Communications</td>
<td>Local Sectors working group</td>
<td>Yes</td>
<td>International NGOs</td>
<td>Yes</td>
<td>Membership dues</td>
</tr>
<tr>
<td>NCCI</td>
<td>2003</td>
<td>80</td>
<td>An independent, registered entity in host country</td>
<td>Yes</td>
<td>Yes</td>
<td>A representative or director (manages secretariat and is authorized to represent the forum to external stakeholders)</td>
<td>Advisory</td>
<td>Human resources / labor law</td>
<td>Security</td>
<td>Yes</td>
<td>Both national and international NGOs</td>
<td>About one third</td>
<td>Yes</td>
</tr>
<tr>
<td>BMAA For Development</td>
<td>2013</td>
<td>40</td>
<td>An independent, registered entity in host country</td>
<td>Yes</td>
<td>Yes</td>
<td>A coordinator (manages secretariat, runs day-to-day work of the forum, no external representation)</td>
<td>Advisory</td>
<td>Human resources / labor law</td>
<td>Security</td>
<td>Yes</td>
<td>Both national and international NGOs</td>
<td>80</td>
<td>Yes</td>
</tr>
<tr>
<td>Civil Society Disaster Platform</td>
<td>2013</td>
<td>30</td>
<td>An independent, registered entity in host country</td>
<td>Yes</td>
<td>Yes</td>
<td>A representative or director (manages secretariat and is authorized to represent the forum to external stakeholders)</td>
<td>Advisory</td>
<td>Communications</td>
<td>Yes</td>
<td>National NGOs</td>
<td>Yes</td>
<td>Membership dues</td>
<td>No</td>
</tr>
<tr>
<td>Jordan INGO Forum</td>
<td>2012/13</td>
<td>64</td>
<td>Hosted by one of its members</td>
<td>Yes</td>
<td>Yes</td>
<td>Other (please specify)</td>
<td>somewhere in between</td>
<td>Advisory</td>
<td>Human resources / labor law</td>
<td>Government Liaison, Livelihood (new), Youth (new), Cross Border (and there is talk of Security WG and Gender WG down the road)</td>
<td>Yes</td>
<td>International NGOs</td>
<td>No</td>
</tr>
<tr>
<td>Humanitarian Forum Yemen</td>
<td>2009</td>
<td>27</td>
<td>An independent, registered entity in host country</td>
<td>Yes</td>
<td>Yes</td>
<td>A representative or director (manages secretariat and is authorized to represent the forum to external stakeholders)</td>
<td>CAPACITY BUILDING GROUP</td>
<td>Yes</td>
<td>National NGOs</td>
<td>Yes</td>
<td>Membership dues</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>

**Communications**

The forum's running costs are covered by:

- Membership dues
- Institutional donors
- Other (please specify)
<table>
<thead>
<tr>
<th>Name of NGO forum</th>
<th>Established in what year?</th>
<th>Number of members</th>
<th>The NGO forum is:</th>
<th>Does the NGO forum have clear and agreed terms of reference?</th>
<th>Does the NGO forum have clear and agreed membership criteria?</th>
<th>Does the NGO forum have a secretariat?</th>
<th>The NGO forum has a specific code of conduct?</th>
<th>Approx. percentage of national NGOs in membership</th>
<th>The NGO forum has a working group?</th>
<th>The NGO forum’s running costs are covered by: (select all that apply)</th>
<th>Does the NGO forum secretariat have a seat at the Humanitarian Country Team?</th>
<th>Are the NGO members of the HCT selected through the NGO forum?</th>
</tr>
</thead>
<tbody>
<tr>
<td>&quot;Lebanese NGOs Collective / Network (known in French as &quot;Collectif des Ongs au Liban&quot; COL)&quot;</td>
<td>1982</td>
<td>12 NGOs</td>
<td>An independent, registered entity in host country</td>
<td>Yes  No</td>
<td>Yes</td>
<td>No</td>
<td>National NGOs</td>
<td>Yes</td>
<td>Yes</td>
<td>Membership dues</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Partnership Initiative</td>
<td>2014</td>
<td>91 organisations (informal)</td>
<td>Hosted by one of its members</td>
<td>Yes  Yes</td>
<td>A coordinator (manages secretarial, runs day-to-day work of the forum, no external representation)</td>
<td>Capacity building sub-group</td>
<td>No</td>
<td>Both national and international NGOs</td>
<td>No</td>
<td>No</td>
<td>Institutional donors</td>
<td>No</td>
</tr>
<tr>
<td>NGO Local NGO forum-Lebanon</td>
<td>2014</td>
<td>15</td>
<td>An informal alliance of its members</td>
<td>Yes  No</td>
<td>Introductory</td>
<td>Yes</td>
<td>National NGOs</td>
<td>No</td>
<td></td>
<td></td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>LHIF</td>
<td>2012</td>
<td>27</td>
<td>Hosted by one of its members</td>
<td>Yes  Yes</td>
<td>Other (please specify)</td>
<td>Country Coordinator that jointly represents the forum together with the Steering Committee</td>
<td>Yes</td>
<td>International NGOs</td>
<td>Yes</td>
<td>Yes</td>
<td>Institutional donors</td>
<td>Yes</td>
</tr>
<tr>
<td>NGO Forum for NGOs operating in northern Syria</td>
<td>2012</td>
<td>46</td>
<td>Hosted by one of its members</td>
<td>Yes  Yes</td>
<td>A representative or director (manages secretarial and is authorized to represent the forum to external stakeholders)</td>
<td>Human resources / labor law</td>
<td>Yes</td>
<td>Both national and international NGOs</td>
<td>Yes</td>
<td>Yes</td>
<td>Institutional donors</td>
<td>Yes</td>
</tr>
<tr>
<td>SRF</td>
<td>2013</td>
<td>45</td>
<td>Hosted by one of its members</td>
<td>Yes  No</td>
<td>Communications</td>
<td>Yes</td>
<td>International NGOs</td>
<td>No</td>
<td></td>
<td></td>
<td></td>
<td>Yes</td>
</tr>
</tbody>
</table>
International Council of Voluntary Agencies

Geneva Office
26-28 Avenue Giuseppe Motta 1202 - Geneva - Switzerland
Tel: +41 (0)22 950 9600 - Fax: +41 (0)22 950 9609
Email: secretariat@icvanetwork.org
www.icvanetwork.org
@ICVAnetwork

Regional Hubs

Asia
Bangkok, Thailand

MENA
Amman, Jordan

West Africa
Dakar, Senegal